

2013

Office of Strategic Planning & IGR



City of Sugar Land

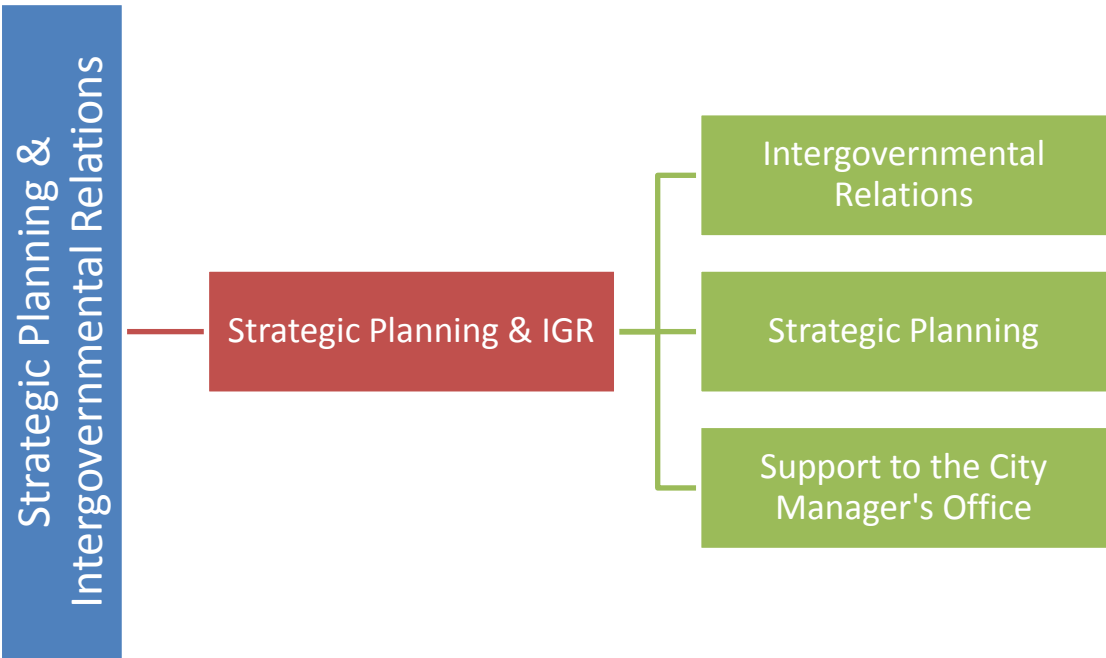
OFFICE OF STRATEGIC PLANNING & INTERGOVERNMENTAL RELATIONS BUSINESS PLAN

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OFFICE OF STRATEGIC PLANNING &
INTERGOVERNMENTAL RELATIONS
2013 BUSINESS PLAN

FUNCTIONAL STRUCTURE



2013 PROGRAM OF SERVICES

STRATEGIC PLANNING & INTERGOVERNMENTAL RELATIONS

PROGRAM SUMMARY

The mission of the City of Sugar Land's **Office of Strategic Planning & Intergovernmental Relations** is to ensure the operations of the City are aligned with the vision and priorities established by the City Council and to ensure the City's interests are protected and enhanced through active involvement in the legislative process and strong intergovernmental relationships.

In regards to Strategic Planning, the Office is responsible for the City's established strategic planning process – from coordination of City Council retreats to the establishment of calendars for the internal staff preparation process.

In regards to Intergovernmental Relations, the Office is responsible for regional, local, state and federal intergovernmental relations, including the development of legislative agendas, coordination of information and monitoring of relationships through the ambassador program.

The entire vision as adopted by the City Council guides the City's strategic planning efforts, with the intergovernmental relations program specifically guided by the following statement under Goal K – Community Pride in Sugar Land: "City working in partnership with residents, community organizations, businesses and other government entities."

SERVICES AND SERVICE LEVELS

Service: Intergovernmental Relations

The primary objective of this service is to help ensure the City's interests are protected and/or enhanced by helping to maintain strong intergovernmental relationships with all regional, state and federal agencies, office holders and other entities. This is to be accomplished by working in conjunction with City staff members, other elected officials, and staff members of elected officials and outside agencies.

This service includes activities for the Federal Legislative Agenda, the State Legislative Agenda and the two components of the Regional / Local IGR Program - (1) the Local IGR Agenda – which is focused on building relationship with key agencies, and (2) the Ambassador Program – or the preventative maintenance portion of the Regional / Local IGR program.

Expanding on the City's success in utilizing both internal and outside resources to influence outcomes for the City's benefit, the goals of this service are to help keep city management and the City Council informed, to create buy-in and participation from the City Council and city management, and to utilize all necessary resources and contacts of the City to facilitate the desired outcome.

Activity: Federal Legislative Agenda

This activity is designed to ensure the City's interests are protected and/or enhanced by actively participating in the federal legislative process and by maintaining strong intergovernmental relationships with federal office holders, agencies and their respective staff. This enables the IG Office to enhance the City's position as a leader in resolving regional issues by effectively identifying and influencing decisions at the federal level – including being aggressive in obtaining the City's share in federal dollars.

The primary focus of this activity is the development of a Federal Legislative Agenda, which is to be reviewed annually by the IG Committee to see if there is a need to make any revisions; if changes are recommended, the revised agenda is to be ultimately approved by the City Council. Additionally, this activity includes monitoring and developing proposed legislation and regulations that may have an effect on the City and its ability to achieve goals and objectives identified by City Council.

Activity: State Legislative Agenda

This activity is a designed to ensure the City's interests are protected and/or enhanced by actively participating in the state legislative process and by maintaining strong intergovernmental relationships with state office holders, agencies and their respective staff.

The primary focus of this activity is the development of a State Legislative Agenda for the biennial legislative sessions, which is reviewed by the IG Committee and ultimately approved by the City Council. Position statements are also developed to promote the City's legislative interests in Austin, and the IG Office coordinates testimony and representation on bills or legislation with significant impact to City operations. Additionally, this activity includes monitoring and developing proposed legislation and regulations that may have an effect on the City and its ability to achieve goals and objectives identified by City Council. Efforts within non-legislative years are focused on working with various state agencies to implement the results of prior sessions.

To accomplish these objectives, the IG Office works with the City Council, city management, the City's state lobbyist, the Texas Municipal League, other municipalities, the City's Directors and with an internal Legislative Liaison Committee (LLC), which consists of representatives from each department or office, to analyze and monitor various pieces of legislation as they goes through the dynamic legislative process.

The State Legislative Agenda is to be adopted no later than October 31 of the year preceding the legislative session, in accordance with a calendar submitted by the IG Office to the City Manager by January 1 of each year preceding a legislative session. The calendar should include steps for reviewing the previous State Legislative Agenda with the LLC, identifying new areas of concern or opportunity, preparing a draft for review with the Executive Team, reviewing a draft with the City Council IG Committee and presenting the final proposed State Legislative Agenda to the City Council for approval no later than October 31 of the year preceding the legislative session.

Activity: Local IGR Agenda

This activity is designed to ensure the City's interests are protected and/or enhanced by maintaining strong intergovernmental relationships with regional / local office holders, agencies and their respective staff – as well as by ensuring the City Council is maximizing its influence on regional / local IGR matters through the active engagement of the IG Committee in the appointment of representatives to local entities. The primary focus of this activity is the compilation of the complete Local IGR Agenda for review by the City Council IG Committee no later than June 30 of each year.

To accomplish this, the IGR Office reviews the list of key agencies (and annual top issues) with the organization to prepare recommendations on key agency additions and removals, as well as staff liaisons during the second quarter of each fiscal year. The Executive Team then reviews the draft list of key agencies (including any identified top issues) to ensure it is complete and confirms the appropriate staff assignments. The IGR Office then works with the assigned staff to prepare the Key Agency Charters for review by the Executive Team and City Council IG Committee by June 30 of each year. (Note: The owning staff person prepares the Key Agency Charters, with assistance available from the IG office as requested.)

Once the draft Charters are completed and reviewed, the IGR office then shares the key agency charters (which, in total, make up the Local IGR Agenda) with the full City Council by FYI memorandum or by workshop as needed. The goal is to ensure that background work has been done on all key agencies in time to be included in the City's biennial State Legislative Agenda, which is to be adopted no later than October 31 of the year preceeding the State legislative session.

Following review of the Local IGR Agenda by the IG Committee, staff will provide updates to the Key Agency Charters, which will be shared with the Committee as needed. Additionally, these updates will then be shared with the City Council in the Quarterly Report under a new IG section or by FYI to the City Council as part of the regular IG meeting summary.

Finally, as agency-related issues arise throughout the year, the IGR Office works with the organization and city management to recommend actions and strategies in accordance with the Local IGR Agenda. If an agency or issue arises that is not already identified on the Agenda, the IGR Office and appropriate staff person will work with city management to consider recommending an amendment to the Agenda to the IG Committee and City Council.

Activity: Ambassador Program

This activity is designed to ensure the City's interests are protected and/or enhanced by maintaining strong intergovernmental relationships at the staff level with regional / local governmental entities. The primary focus of this activity is updating the City's Ambassador List by January 31 of each year.

To accomplish this, the IG Office initiates a comprehensive internal discussion each year on information regarding special districts and organizations listed on the master spreadsheet – for example, have there been any dissolutions or new districts created? Upon the conclusion of this discussion, the IG Office proposes a recommended list of departments that should be responsible for serving as the City's ambassador to the Executive Team.

Once this list is approved by the Executive Team, the IG Office contacts all departments and offices given ambassador oversight responsibility and asks the Director for a designation of an individual to serve as the ambassador for each special district/organization. This should be completed by January 31 of each year. Assigned City ambassadors will provide a direct point of contact for each Special District or Organization (SDO) and allow each District an established contact to go to when it needs information or assistance from the City. Ambassadors and representatives will also maintain a relationship with the Board & their consultants, review the meeting agendas, review the minutes, attend the posted meetings when appropriate, and inform their Executive Team member of high profile issues or other matters of concern that may arise. (Note: It is the expectation that the assigned staff owners will manage their relationships with the entities in a “no surprises” manner. While there will be no minimum meeting attendance requirements set beyond the expectation that ambassadors attend meetings at least bi-annually, it is important that the assigned owner attend as many meetings as necessary to meet this expectation.)

The IG Office then contacts each special district/organization to share updated ambassador contacts and verify their meeting schedules. Additionally, IG staff is to ask the special districts / organizations to update their listing of engineer and attorney and to – in addition to providing the City ambassador with meeting notices and agendas – email this information to IGR@sugarlandtx.gov.

Each ambassador assigned to a special district / organization is responsible for updating the IG Office on a real-time basis as new information or issues arise, including an acknowledgement of any internal stakeholders (departments) / external stakeholders (other special district / organizations) that may be impacted by the content of the update.

Service: Strategic Planning

Activity: Leadership & Coordination of City-Wide Strategic Planning Process

In accordance with direction established by the Executive Team, the Office of Strategic Planning leads the coordination of the City Council’s annual strategic planning process. This is to be done in accordance with the following process, which includes the submission to the City Manager of a planning calendar for work in the third and fourth quarters by March 1 of each year.

In the first quarter of the fiscal year, the City Council holds a retreat to identify gaps and begin defining priorities for the next fiscal year; if needed, a review of the mid-term priorities / strategies and City Council protocols is completed. Following the fall retreat, the Office of Strategic Planning coordinates with the Executive Team and organization early in the Second Quarter to prepare recommended actions and strategies for the next fiscal year. These recommendations, along with proposed budget assumptions and priorities, are presented to the City Council at a mid-year retreat late in the second quarter.

Following the mid-year retreat, the main staff planning process begins in anticipation of the City Council adopting the work plan for the next fiscal year. The Office of Strategic Planning is responsible for preparing a calendar for the preparation and adoption of the work plan. It should include steps in the third quarter for staff to prepare scopes of work and budget implications for new and carryover

projects, for the Executive Team to extensively review the proposed staff, and for the Directors to participate in a staff retreat to finalize the work plan. Finally, the calendar should also include the presentation of the proposed work plan – along with the City Council Policy Calendar and work plan for Boards, Commissions & Sub-Committees – to the City Council late in the fourth quarter, with the adoption of the work plan by resolution at the first City Council meeting in the new fiscal year. This calendar shall be prepared and submitted to the City Manager by March 1 of each year.

Activity: Quarterly Reporting

The Office of Strategic Planning is responsible for coordinating the compilation of quarterly reports to the City Council. These reports, which are key communication tools and include critical information on the City's initiatives and projects, are due to the City Council on the last day of the month following the quarter-end (i.e. January 31, April 30, July 31, and October 31). Included in the reports are the following items:

Quarterly Financial Report: Provided in this section is an expanded financial summary. This includes a summary of the City's various funds, year-to-date comparisons with the previous year, information on economic indicators, and an update on the status of the City's investments.

Strategic Planning Update: This section includes multiple strategic planning documents. The "Summary of Highlights" provides a quick look at the status of all projects, with the percentage of projects on-schedule, revised, and completed, as well as a list of all projects completed and with significant progress. Additionally, the "Results & Accomplishments" report gives details on the status of the entire work plan. Also included are a City Council Strategic Calendar and the Resolution adopting the work plan.

Capital Improvement Program Update: This section, which is completed by the Engineering Department, includes an update on the status of the Capital Improvement Program (CIP) is also provided. This includes an overall summary of the status of CIP projects – such as how many are completed, on-schedule, or behind. A more detailed spreadsheet is also included.

Service: Support to the City Manager's Office

Activity: Mayor's Youth Advisory Council

Coordinate the City's Mayor's Youth Advisory Council in order to empower youth from various backgrounds to become active members in their community. This is done by providing students with an overview of the complexity and variety of opportunities to have an everlasting effect on the future of their city through local government public service. The curriculum is to include an orientation, induction, think tank, mock City Council, City tour and wrap-up at a minimum. Following each year, the Office of Strategic Planning & IGR is to provide a written assessment of the program based on the

students' feedback to the Mayor, including any recommended changes for the next year. Applications should be available no later than August 1 of each year and due no later than September 30.

This activity is to be administered in accordance with an annual calendar as approved by the Mayor each year. This calendar is to be submitted to the Mayor no later than July 15 of each year.

Activity: Multi-Cultural Program

Coordinate the City's multi-cultural program, including serving as the liaison to the City Manager's Multi-Cultural Advisory Team and the Employee Multi-Cultural Task Force.

Prepare the annual program objectives and calendar for submission to the City Manager no later than March 31 of each year. The calendar, at a minimum, should include quarterly meetings with the CMMCAT and ETF as needed and ensure completion of the City's "Community of Respect" activities.

Activity: Sugar Land Legacy Foundation

Serve as the liaison to the Sugar Land Legacy Foundation, including preparing for all quarterly meetings and ensuring the Board presents its annual report to the City Council in accordance with the Foundation bylaws.

Activity: Support to the City Manager's Office

Provide miscellaneous support as needed and leadership on special projects.

SERVICE LEVEL EXPECTATIONS

Program: Strategic Planning & Intergovernmental Relations	
Service (Activity)	Service Level Expectation
Intergovernmental Relations	
<i>Federal Legislative Agenda</i>	Federal Legislative Agenda Reviewed Annually with IG Committee
<i>State Legislative Agenda</i>	City Council Adoption of State Legislative Agenda No Later than October 31 of Year Preceding State Legislative Session (In Accordance with Calendar Submitted to City Manager No Later than January 1)
<i>Local IGR Agenda</i>	City Council AdoptionIG Committee Review of Local IGR Agenda No Later than June 30 of Each Year
<i>Ambassador Program</i>	Updated Ambassador List Completed by January 31 of Each Year
Strategic Planning	
<i>Leadership & Coordination of City-Wide Strategic Planning Process</i>	Compliance with Overall Model and Timing of Retreats; Third & Fourth Quarter Work to be in Accordance with a Planning Calendar Submitted to the City Manager by March 1 of Each Year
<i>Quarterly Reporting</i>	Submission of Quarterly Reports to the City Council No Later than the Last Day of the Month Following the End of the Quarter
Support to the City Manager's Office	
<i>Mayor's Youth Advisory Council</i>	Coordination of Program in Accordance with Calendar Submitted to Mayor No Later than July 15 of Each Year
<i>Multi-Cultural Program</i>	Coordination of Program in Accordance with Calendar Submitted to the City Manager No Later than March 31 of Each Year
<i>Sugar Land Legacy Foundation</i>	Preparation of All Materials Necessary for Four Quarterly Meetings
<i>Support to the City Manager's Office</i>	Satisfactory Support Provided as Needed